One Call, One Provider,

Door - to - Door



C.H. ROBINSON WORLDWIDE, INC.

Company Overview

- In business for 94 years (founded in 1905)
- 134 offices and 2,400 employees worldwide
- Largest third party provider of logistics services in N.A.
- Publicly traded with more than 70% employee ownership
- Over 8,600 customers



Services Offered

- Motor Carriage
- Intermodal
- International
- Airfreight
- * LTL
- Consolidation

- Logistics Services
- Fuel and cash management
- Freight bill payment and auditing
- Global sourcing

Other Major Customers



WAL*MART













Scotts.











Land O'Lakes, Inc.

C. H. Robinson Logistics

- Supply chain management
- Transportation management
- Crossdock operations
- Customer service
- Re-engineering/Consulting
- Consolidation and optimization modeling
- Logistics data services



Supply Chain Management

R & D

Sales & Forecasting

Purchasing & Sourcing

Production Planning

Manufacturing

Marketing & Sales

Inventory Management

Cross-Docking & Flow-Through

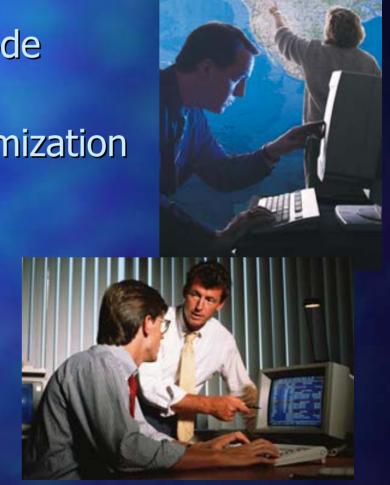
Transportation

Customer Service

Logistics Data

Transportation Management

- Cost analysis and carrier/mode selection
- Shipment consolidation/optimization
- Shipping procedures
- Reverse logistics
- Contract evaluation and risk management
- Fleet management
- Claims management



Customer Service

- Single point of contact
- Customer specific teams
- Access to intellectual capital
- Supported by a comprehensive enterprise system
- Fifty years of experience of managing asset based companies
- Measure and manage specific key metrics



Transportation Modes



Intermodal & Rail

International

Intermodal/Rail



Intermodal and rail

- Received Top IMC Award from <u>Distribution Magazine</u>
- Innovative double and triple stack refrigerated containers
- Iowa Interstate Railroad
- Proven experience with boxcar and specialized rail programs
- Unit train program

Intermodal Strategy

- National network
- Blended asset approach
- Premier equipment management
- Mode conversion



International Overview

- Air (International & Domestic)
- NYOCC (CHRistal Lines)
- Freight forwarding
- Customs brokerage
- Supported by a global network
- Regional operations in international locations
- Complete accountablity for international logistics
- International growth strategies
 - Acquisition of international companies
 - Internal growth through C. H. Robinson operating units
 - Comprehensive services structured around





International Services

- Door-to-door service from one source on a single bill of lading and invoice
- Warehousing and distribution services domestically and abroad
- Worldwide logistics network consultation
- Full Automated Brokerage
 Interface (ABI) and Automated
 Clearinghouse (ACH) capabilities
 with U.S. Customs
- All-risk marine insurance
- Best practice emphasis to ensure





Complete Global Network by Linking Intra-continental Infrastructure with Air and Ocean Service



Scotts



Strategies implemented for a new export account

Problem

Need for decreased transportation costs to realize an overall savings for the international segment of the business

Solution

- By utilizing CHRistal Lines, CHR was able to use its volume to leverage better rates, and in turn, pass those savings on to Scotts
- CHR was able to provide Scotts with a savings of \$200,000 in international freight costs in 1998

Scotts (continued)



Problem

Reduce the time and effort spent on documentation inhouse so that Scotts can get back to the business of fertilizer

Solution

- CHR creates all documentation required for the export shipments including commercial invoices, certificates of origin, bills of lading, packing lists and bank drafts
- Pro Forma invoices are also created by CHR which also function as sales quotes to various international customers

DeKalb



Problem

- Need to move large crops of corn and soybeans from South America to various seed processing plants in the Midwest during the brief window of time between S.A. harvest and U.S. planting. This involves coordinating and managing:
 - thousands of ocean containers
 - dozens of seed hybrids
 - a dozen growers
 - two origin countries
 - numerous ocean and air carriers
 - hundreds of trucking companies

DeKalb (continued)



Solution

- Centralized management of a dynamic supply chain utilizing our multimodal capabilities
- Clearly defined objectives to move the seed to meet required delivery dates with complete empowerment entailing:
 - scores of chartered airplanes (747's)
 - dedicated train service from U.S. ports of entry inland
 - U.S. Customs and USDA clearance at numerous ports of entry (remote entry)
 - chartering ocean vessels, in addition to liner services
 - flexibility to efficiently move an agricultural product with constantly changing availability dates - affected by weather
 - detailed communication systems for tracking both the field production and the moving inventories

America Online



Problem

- Coordinate door to door delivery of CD Roms with time sensitive delivery windows with frequently changing destinations and quantities.
- Get true landed product costs by removing the transportation function from the vendors and changing buying terms to ex-works to measure the cost impact of each campaign being initiated.

America Online



Solution

- Contract complete supply chain management both domestic and international to CHR for worldwide distribution
- Managing door to door delivery of products worldwide
- Coordination between all supply chain partners with CHR as the liaision between all parties allowing CHR to minimize overall supply chain costs for a true landed cost
- Provide warehousing services for AOL inventory postponement to determine appropriate fulfillment houses

Information Technology

- Full EDI Capabilities (if regd)
- Extensive Capital
 Investment in
 Systems
- ProprietaryOperations System
- Global Visibility via the Internet

